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DEPARTMENT OF THE AIR FORCE
WASHINGTON

OFFICE OF THE ASSISTANT SECRETARY

22 October 1965

MEMORANDUM FOR: General Martin, SAFSP
[redacted]
General Geary, AFRDR
Colonel Steakley, JRC

SUBJECT: NRO Management Documents

In furtherance and amplification of the 11 Aug 1965 Agreement for Reorganization of the National Reconnaissance Program, the DNRO desires to issue and keep current appropriate NRP management documents on matters of a continuing nature.

Three general categories of management documents are under consideration:

1. A General Management Series which will include documents on such matters as the concept of the NRP, detailed functions and responsibilities of the principal participating organizations in the NRP, coordination with NASA, etc.

2. A Project Management Series which will include documents on such matters as the general functions and responsibilities of all System Project Directors, special project management arrangements wherein sub-system responsibilities are assigned to more than one Service or Agency (for example: [redacted] CORONA; etc), etc.

3. A Support Activities Management Series which will include procedural documents on such matters as programming, budgeting, security, film processing and production, etc.

All such NRO directives will be prepared first in draft form and the views of appropriate NRP participants solicited prior to publication. When published, these types of documents will be distributed to all major NRP participants.

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Attached is a draft of the first document in the General Management Series, subject: "The National Reconnaissance Program." Your concurrence and/or comments are requested both on the basic concept it sets forth and the specific contents. In your review, please keep in mind that this is the basic conceptual document for a series and is not intended to be overly detailed.

Your comments on the attached draft are requested by 5 November. Additionally, your views and suggestions on appropriate subjects for inclusion in the three management series are invited at any time.

[redacted]

James Q. Reber
Deputy Director
National Reconnaissance Office

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draft NRP Directive
No. GMS-1, 20 Oct 65

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NRP DIRECTIVE
NO. GMS-1

NATIONAL RECONNAISSANCE OFFICE
Washington, 20 October 1965

Management
THE NATIONAL RECONNAISSANCE PROGRAM

Summary: This document describes the concept of the National Reconnaissance Program (NRP); outlines the scope of the program; identifies the principal participants, their roles, responsibilities, and relationships to each other; and establishes basic management principles for major projects, program security, and communications matters.

Index

Section	Page
1. Definitions	
2. Enabling Authority	
3. General Concept	
4. Scope of the NRP	
5. Management Responsibilities	
6. NRP Organizational Concept	
7. Functions and Responsibilities of NRP Organizations	
8. Project Management	
9. Security	
10. Communications	
11. Effective Date	

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1. DEFINITIONS:

In the context of this document, the following definitions apply:

a. Project: A major undertaking toward a specific objective which requires significant personnel, resources, and effort--i.e., System Project, Sub-System Project, etc.

b. Program: A major grouping of projects and activities--i.e., National Reconnaissance Program, CIA Reconnaissance Programs, DOD Space Reconnaissance Programs, etc.

2. ENABLING AUTHORITY:

a. "Agreement for Reorganization of the National Reconnaissance Program", dated 11 August 1965, signed by the Deputy Secretary of Defense and Director of Central Intelligence.

b. DoD Directive TS 5105.23, dated _____ 1965.

c. CIA Directive _____, dated __, 1965.

d. Deputy Secretary of Defense memorandum, for multiple addressees, re Appointment of Director, National Reconnaissance Office, dated 1 October 1965.

[redacted]

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3. GENERAL CONCEPT:

a. The NRP is a single program, national in character, to meet the intelligence needs of the Government under a strong national leadership, for the development, management, control and operation of all projects, both current and long range for the collection of intelligence and of mapping and geodetic information obtained through overflights (excluding peripheral reconnaissance operations).

b. The NRP normally is responsive directly and solely to intelligence requirements established by the United States Intelligence Board. During periods of general hostilities, the NRP is responsive solely and directly to the requirements of the Secretary of Defense.

c. The NRP includes satellite, aircraft, drone, and balloon projects, plus certain support activities essential to their conduct, of the DoD and CIA. The NRP is managed by the National Reconnaissance Office (NRO), a separate agency of the DoD.

d. Operational missions of the NRP are subject to the prior approval of the 303 Committee.

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4. SCOPE OF THE NRP:

a. The NRP essentially is a peace-time/cold war clandestine undertaking of the United States. Its primary purpose is the conduct of reconnaissance overflights of so-called "denied" territory. In the context of the NRP, "denied" territory may be defined as those areas of the world controlled by nations openly hostile to the United States, and/or the sovereign territories of those Governments whose permission has been neither solicited nor granted for visual, photographic, or electronic overhead reconnaissance conducted by or for the USA.

b. Unless specifically exempted (in terms of geographic areas, categories of military operations, or specific military missions) by the Secretary of Defense, the NRP includes all peace-time/cold war satellite, aircraft, drone, and balloon reconnaissance overflights of "denied" territory.

5. MANAGEMENT RESPONSIBILITIES:

a. The Secretary of Defense has the ultimate responsibility for the management and operation of the NRP.

[redacted]

b. The Secretary of Defense has established the National Reconnaissance Office (NRO) as a separate agency of the DoD, and appointed a Director (DNRO) thereof, responsible to him for the overall management and conduct of the NRP.

c. An NRP Executive Committee, consisting of the Deputy Secretary of Defense, the Director of Central Intelligence and the Special Assistant to the President for Science and Technology has been established to guide and participate in the formulation of the NRP through the DNRO.

d. Designated DoD and CIA Program and/or Project Directors, as appropriate, are responsible to the DNRO for specifically identified portions of the NRP.

6. NRP ORGANIZATIONAL CONCEPT:

a. The NRP organization shall consist of the following major elements:

(1) A National Reconnaissance Office, encompassing a Director (the DNRO), a Deputy Director (the DDNRO), the NRO Staff, and the NRO Comptroller.

(2) A DoD Space Reconnaissance Programs Office, encompassing a Director, plus personnel, units, facilities, and/or equipment commanded and/or controlled by him for the conduct of assigned responsibilities in the NRP.

[redacted]

(3) A DoD Aircraft Reconnaissance Programs Office, encompassing a Director, plus the personnel, units, facilities, and/or equipment commanded and/or controlled by him for the conduct of assigned responsibilities in the NRP.

(4) A CIA Reconnaissance Programs Office, encompassing a Director, plus the personnel,elements, facilities, and/or equipment supervised and/or controlled by him for the conduct of assigned responsibilities in the NRP.

(5) The Joint Reconnaissance Center, JCS (only for the conduct of those aircraft and drone overflights of "denied" territory considered a part of the NRP).

b. The NRP organization is "line" in the sense that the Program Directors specified in paragraphs 6a(2) through 6a(5) are responsive directly and solely to the NRO for NRP matters.

c. The number of organizational entities (i.e., the NRO Staff, offices of Program Directors) and individuals who devote their full attention to NRP matters will be kept as small as possible. As necessary, by appropriate arrangements (particularly, in DoD), larger groups will be controlled through overt, additional duty assignments of the principals involved. Thus, the identified and knowledgeable persons directly involved in NRP matters may be kept quite small and

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more easily safeguarded--from a security standpoint--although the sum total of personnel and resources directly controlled is necessarily large.

d. Where appropriate, persons or agencies will be designated as "go-betweens" for NRP participants and other Government Agencies (AF, Navy, NASA, etc) so that the NRP can take maximum advantage of the resources, knowledge, and technology developed in any program and vice versa.

e. The NRO and NRP participant organizations will not have a "table of organization" or manpower billet structure, as such. Rather, participating and parent organizations will man the NRP organizational elements at agreed-to (or, as required) manpower levels, retaining the manpower spaces in the Department or Agency concerned under suitable security cover.

f. Maximum specific authority along with responsibility will be delegated by the DNRO to the Directors cited in paragraphs 6a(2) through 6a(5). The most practical and streamlined management procedures (for example, joint rather than sequential reviews) will be employed. Only the minimum formalized documents and records consistent with good management will be maintained.

[redacted]

7. FUNCTIONS AND RESPONSIBILITIES OF NRP ORGANIZATIONS:

a. A detailed functions and responsibilities directive will be issued for the principal participants in the NRP and will amplify on the general statements contained in this section.

b. DNRO/DDNRO:

The responsibilities of the DNRO/DDNRO are specified in the NRP Agreement (Reference 2a). The DNRO is the Director of the National Reconnaissance Program and is responsible to the Secretary of Defense for the management and conduct of the overall program. The DDNRO, as principal assistant to the DNRO, acts with the full authority of the DNRO in the latter's absence, incapacitation, or delegation, on any and all affairs of the National Reconnaissance Program (plans, policies, programs, etc).

c. The NRO Staff:

The principal function of the NRO Staff is to assist and/or act for the DNRO, as requested, in the mangement and conduct of the NRP. The Staff is jointly manned with full-time DoD and CIA personnel, serving a tour of duty on an inter-agency assignment basis, who are responsible and responsive solely to the Director, NRO Staff (or intermediate Staff supervisor) for NRP matters. The Director, NRO Staff is responsible to the DNRO for:

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(1) Monitoring the planning, programming, and program/project implementation of the overall NRP.

(2) In the case of satellite projects, establishing both long and short range launch schedules, orbit selections, mission target programs and options programmed into each flight vehicle, on-orbit payload tasking selections, decisions to place on-orbit vehicles in a dormant mode, and early mission termination for intelligence purposes. In this capacity, and as appropriate, the Satellite Operations Center of the NRO Staff utilizes direct communications links with the Satellite [redacted] and with the Project Directors.

(3) In the case of aircraft operations, reviewing plans for operational missions, securing of approval for overflight, insuring that adequate coordination has been accomplished between NRP activities, and monitoring mission results. The establishment of specific mission dates and flight plans generally are left to the discretion of the Project Directors.

(4) Maintaining the principal NRP interface with the United States Intelligence Board's Committee on Overhead Reconnaissance and the primary users of NRP results.

[redacted]

(5) Keeping designated personnel in the DoD, CIA, and other appropriate Government Agencies informed on the content and status of the NRP.

(6) Monitoring and/or initiating appropriate action on UN, State Department, JCS, and Congressional matters which affect the NRP.

(7) Managing, in consultation with appropriate NRP Program Directors, the processing and production of all photographic and [redacted] products of the NRP, as well as the R&D and procurement associated with these activities.

d. <u>The NRO Comptroller</u>:

The NRO Comptroller reports directly to the DNRO. He is responsible for financial management of the NRP, including such actions as formulating the NRP Budget and the NRP Financial Program (with the assistance of the NRO Staff and the Program Directors), for processing the NRP Budget through DoD and BoB channels to the Congress, for reviewing and recommending on the cost and financing implications of all new projects or tasks, and changes to approved projects or tasks, the issuance of funds to appropriate activities, and the establishment of

[redacted]

adequate financial reports and records. The NRO Comptroller also monitors the budgeting and expenditure of significant NRP-support funds by other agencies.

e. DoD Space Reconnaissance Programs Office:

The primary function of this office is the acquisition and operation of assigned NRP space system and/or sub-system projects. This office is comprised of all of SAFSP (the command and control of which has been delegated to the DNRO by the SAF), and designated full- and part-time members of the Air Force Space Systems Division and the Aerospace Corporation. Its Director, acting in his additional capacity as Vice Commander, SSD, commands and controls, in response only to the DNRO, those personnel, facilities, and equipment of the SSD required for the conduct of NRP satellite projects. The Director, SAFSP is responsible to the DNRO for:

(1) The development, procurement, and operation of assigned space systems, and the support, as directed, of other NRP Program Directors wherein he does not have overall project responsibility.

(2) The provision of boosters, launch services and facilities, on-orbit tracking and command services and facilities, and [redacted] product recovery services for all NRP satellite projects.

[redacted]

(3) The conduct of a space-oriented study, research, and technology program.

(4) The conduct of the NRP satellite vulnerability reduction program.

f. DoD Aircraft Reconnaissance Program Office:

The primary function of this office is the acquisition and/or operation of assigned NRP aircraft and drone projects. The office is organized and manned as a separate, covert entity of the Assistant for Reconnaissance, DCS/R&D, Headquarters USAF. The Director is responsible to the DNRO for:

(1) The development, procurement, and/or operation of all assigned aircraft and drone projects, and the support, as directed, of other NRP Program Directors wherein he does not have overall project responsibility.

(2) The provision of all Air Force support (personnel, facilities, and equipment) to the CIA for the latter's assigned NRP aircraft projects.

(3) The acquisition of Strategic Air Command aircraft and drone resources used in NRP undertakings.

(4) Provision of the NRP focal point for those aircraft and drone systems, sub-systems, components, and technology "surfaced" from the NRP and special security constraints.

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(5) Conduct of DNRO-approved in-house and contractor studies for future aircraft systems.

g. <u>CIA Reconnaissance Programs Office</u>:

The primary function of this office is the acquisition and/or operation of assigned aircraft and space projects. This office is manned both with CIA employees and DoD personnel assigned to the CIA. Its organization includes the entire Office of Special Activities (OSA) for aircraft projects, the entire Office of Special Projects (OSP) for satellite projects, and designated portions of other CIA elements. The Director of this office, as the single authoritative CIA point of contact for all CIA participation in the NRP, is responsible to the DNRO for:

(1) The development, procurement, and operation of assigned aircraft and satellite projects, and the support, as directed, of other NRP Program Directors wherein he does not have overall project responsibility.

(2) The conduct of an aircraft and space-oriented study, research, and technology program.

[redacted]

[redacted]

[redacted]

h. Joint Reconnaissance Center, JCS:

The Director of this office is responsible to the DNRO for the conduct of those JRC-managed missions falling within the purview of the National Reconnaissance Program.

8. PROJECT MANAGEMENT:

a. Each complete system developed and/or employed as part of the NRP is designated as an NRP System Project and accorded [redacted] code name.

b. A System Project Director and Deputy Director, who are assigned to one of the NRP Program Directors (paragraphs 6a(2) through 6a(5)) and whose selection has been approved by the DNRO, are designated for each major system undertaking.

c. In those cases wherein responsibility for all major sub-systems of a project is not that of a single NRP Program Director, a Sub-System Project Director (or Directors) is appointed by the NRP Program Director(s) who does not have overall project responsibility. The Sub-System Project Director is responsive, under management arrangements established by the DNRO, to the program direction of the designated System Project Director. In all such cases wherein significant system

[redacted]

responsibility is assigned to two or more NRP Program Directors, an appropriate NRP management directive is issued.

d. Each Project Director, within normal constraints imposed by the DNRO on cost and financing, performance, and schedules is responsible through his Program Director solely to the DNRO for the total conduct of his Project.

e. Although formal program approvals and general direction, budgetary matters, and the like, flow through the appropriate NRP Program Director to the System Project Directors, there also exist informal and direct communications between all working levels, with the NRO Staff and the NRO Comptroller, and between the DNRO and individual Project Directors for the day-to-day conduct of business. In particular, the DNRO has free and direct access to all System Project Directors and Sub-System Project Directors, and vice versa, for the detailed technical supervision necessary for him to discharge the system engineering and integration responsibilities described in the DoD-CIA NRP Agreement.

[redacted]

[redacted]

9. SECURITY:

a. Protection of the products (i.e., photography, other [redacted] sensor material, and SIGINT information) is provided by the TALENT-KEYHOLE Security System of the National Intelligence Community. The necessary clearances for access to T-K information for members of the NRO and the principal NRP participant organizations are granted by the CIA or appropriate DoD Department.

b. Information concerning the conduct of the NRP, its projects, organization, participants, etc, is safeguarded by th[redacted] security system. Individual major projects are compartmented within th[redacted] system and access controlled accordingly.

c. Th[redacted] system is administered by the DNRO, under the security policy guidance of the DCI. The Director, NRO Staff, and NRP Program Directors have been delegated authority to determine need-to-know for clearable persons actively working on NRP matters under their jurisdiction. Otherwise, only the Secretary of Defense, Director of Central Intelligence, or DNRO have the authority to approve need-to-know for other persons on NRP matters.

[redacted]

d. The principal managers and/or NRP participant organizations are provided cover by overt titles or activities as follows:

(1) The activities of the DNRO are covered by his unclassified position as Assistant Secretary of the AirForce for Research and Development (SAFRD), and the DDNRO, as Special Assistant to the SAFRD.

(2) The activities of the NRO Staff are covered by the overt title of Office of Space Systems, Secretary of the Air Force (SAFSS). The Director, NRO Staff, is covered by his overt title as Director, Office of Space Systems.

[redacted]

(4) The activities of the DoD Space Reconnaissance Programs Office are covered by the overt title of Office of Special Projects, Secretary of the Air Force (SAFSP). The Director is covered by his dual overt titles of Director, SAFSP, and Vice Commander, Space Systems Division, Air Force Systems Command.

[redacted]

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(5) The activities of the DoD Aircraft Reconnaissance Programs Office are covered by the overt title of Office of Assistant for Reconnaissance to the Deputy Chief of Staff for Research and Development, Hq USAF.

(6) The activities of the CIA Reconnaissance Programs Office are covert in nature. The Director has the overt title of

The aircraft projects office is covered by the overt title of Office of Special Activities (OSA), DDS&T; and the satellite projects office by the overt title of Office of Special Projects (OSP), DDS&T.

(7) The JRC does not require an overt title; however, its participation and activities within the NRP are controlled under the [redacted] Security System.

d. Services, Agencies, and individuals knowingly participating in or supporting the NRP will make no reference to such support outside the [redacted] or TALENT/KEYHOLE security systems. DoD activities may, when absolutely necessary, identify the total of such manpower and resources as "committed to work assigned under the provisions of DoD Directive No. TS 5105.23." DoD (Secret) Directive No. S-5200.13 will be used when possible in place of TS 5105.23.

[redacted]

9. COMMUNICATIONS:

a. Where available, organizational elements of the NRP utilize appropriately secure communications facilities and services of the CIA and DoD. Where such support is not available or adequate, or to link such nets together, NRO-controlled communications facilities and/or services are provided.

b. NRO-provided communications facilities and/or services are a functional responsibility of the NRO Staff, using personnel and resources of the Air Force Communications Service, as necessary.

c. In consort with appropriate DoD and CIA agencies, the NRO Staff establishes appropriate communications standards and procedures peculiar to the needs of the NRP.

d. All NRP Program Directors and Project Directors are authorized direct communications with each other, the NRO Staff and NRO Comptroller on NRP matters. The prior and specific approval of the DNRO is required for NRP communications to higher authority.

[redacted]

[redacted]

10. **EFFECTIVE DATE:**

This directive is effective immediately and supersedes any conflicting NRO documents, past or present.

Alexander H. Flax
Director
National Reconnaissance Office

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NRP Organization

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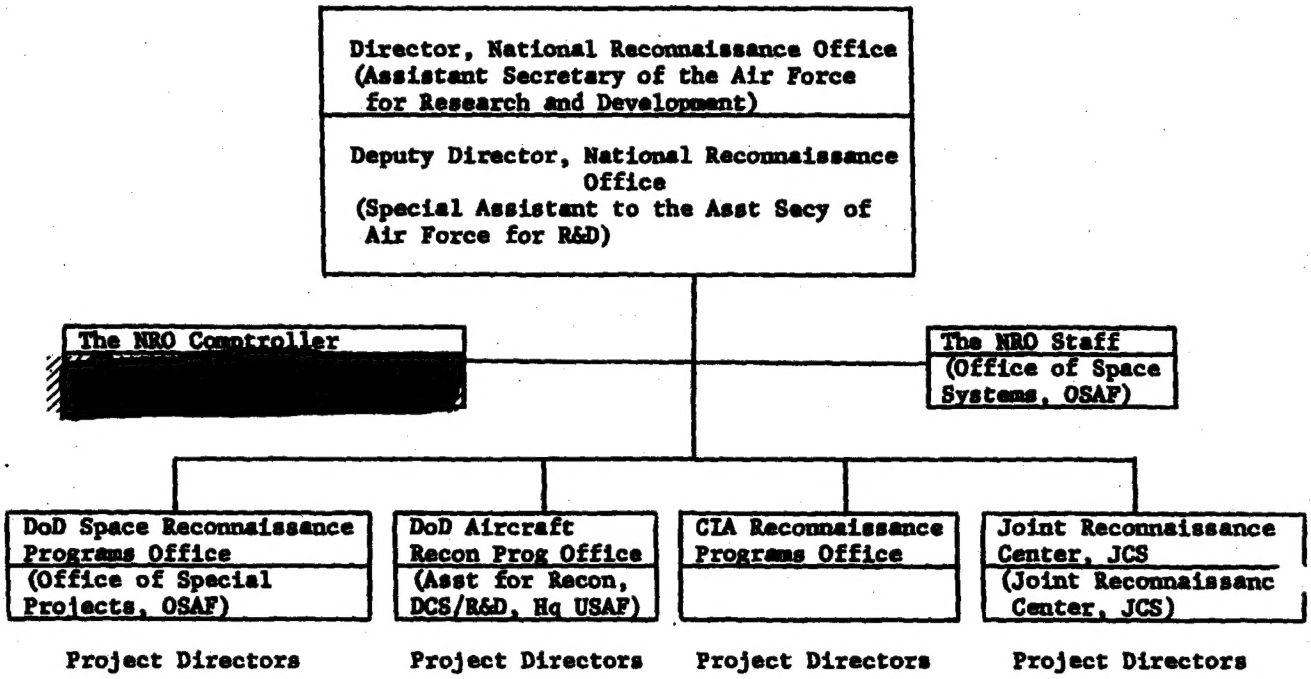
ORGANIZATION OF THE NATIONAL RECONNAISSANCE PROGRAM



NOTE: Unclassified titles are shown in parentheses.

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